

PSYCHOLOGY

(8th Edition)

David Myers

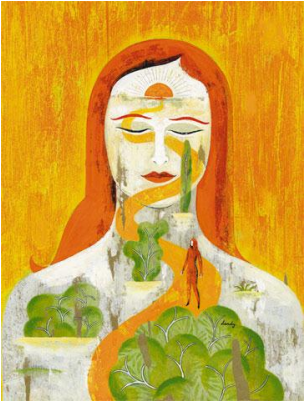
PowerPoint Slides

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Motivation and Work

Chapter 12

Motivation and Work

Perspectives on Motivation

- Instincts and Evolutionary Psychology
- Drives and Incentives
- Optimum Arousal
- A Hierarchy of Motivations

Motivation and Work

Hunger

- The Physiology of Hunger
- The Psychology of Hunger

Sexual Motivation

- The Physiology of Sex
- The Psychology of Sex

Motivation and Work

Sexual Motivation

- Adolescent Sexuality
- Sexual Orientation
- Sex and Human Values

The Need to Belong

Motivation and Work

Motivation at Work

- Personnel Psychology
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Motivation

Motivation is a need or desire that *energizes* behavior and *directs* it towards a goal.

Alan Ralston was motivated to cut his arm in order to free himself from a rock that pinned him down.



AP Photo/ Rocky Mountain News, Judy Walgren

Alan Ralston

Perspectives on Motivation

Four perspectives to explain motivation include the following:

1. Instinct Theory
2. Drive-Reduction Theory
3. Arousal Theory
4. Hierarchy of Motives

Instincts & Evolutionary Psychology

Instincts are complex behaviors that have fixed patterns throughout different species and are not learned (Tinbergen, 1951).



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Tony Brandenburg/ Bruce Coleman, Inc.

Where the woman builds different kinds of houses
the bird builds only one kind of nest.

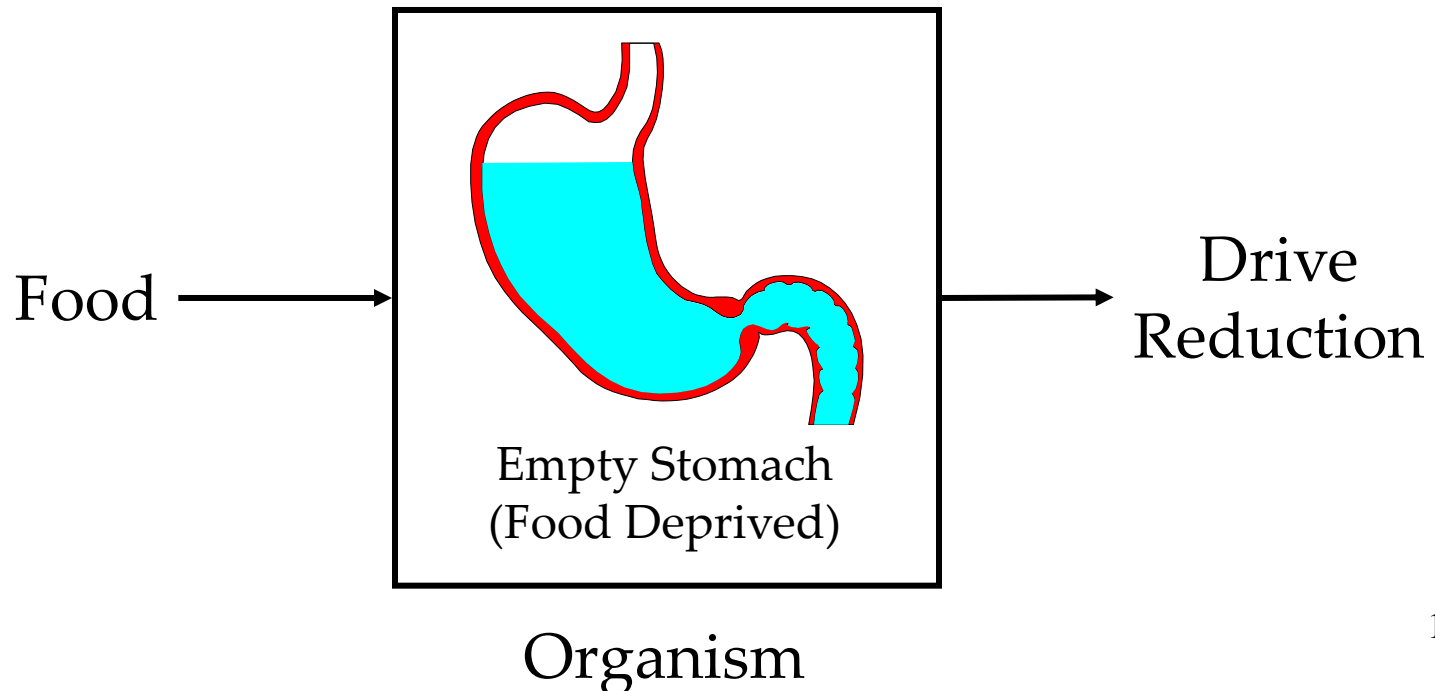
Drive-Reduction Theory

When the instinct theory of motivation failed it was replaced by the drive-reduction theory. A physiological need creates an aroused tension state (a drive) that motivates an organism to satisfy the need (Hull, 1951).



Drive Reduction

The physiological aim of drive reduction is **homeostasis**, the maintenance of a steady internal state (e.g., maintenance of steady body temperature).



Incentive

Where our needs *push*, **incentives** (positive or negative stimuli) *pull* us in reducing our drives.

A food-deprived person who smells baking bread (incentive) feels a strong hunger drive.

Optimum Arousal

Human motivation aims to seek optimum levels of arousal, not to eliminate it. Young monkeys and children are known to explore the environment in the absence of a need-based drive.



Harlow Primate Laboratory, University of Wisconsin



Randy Farris/Corbis

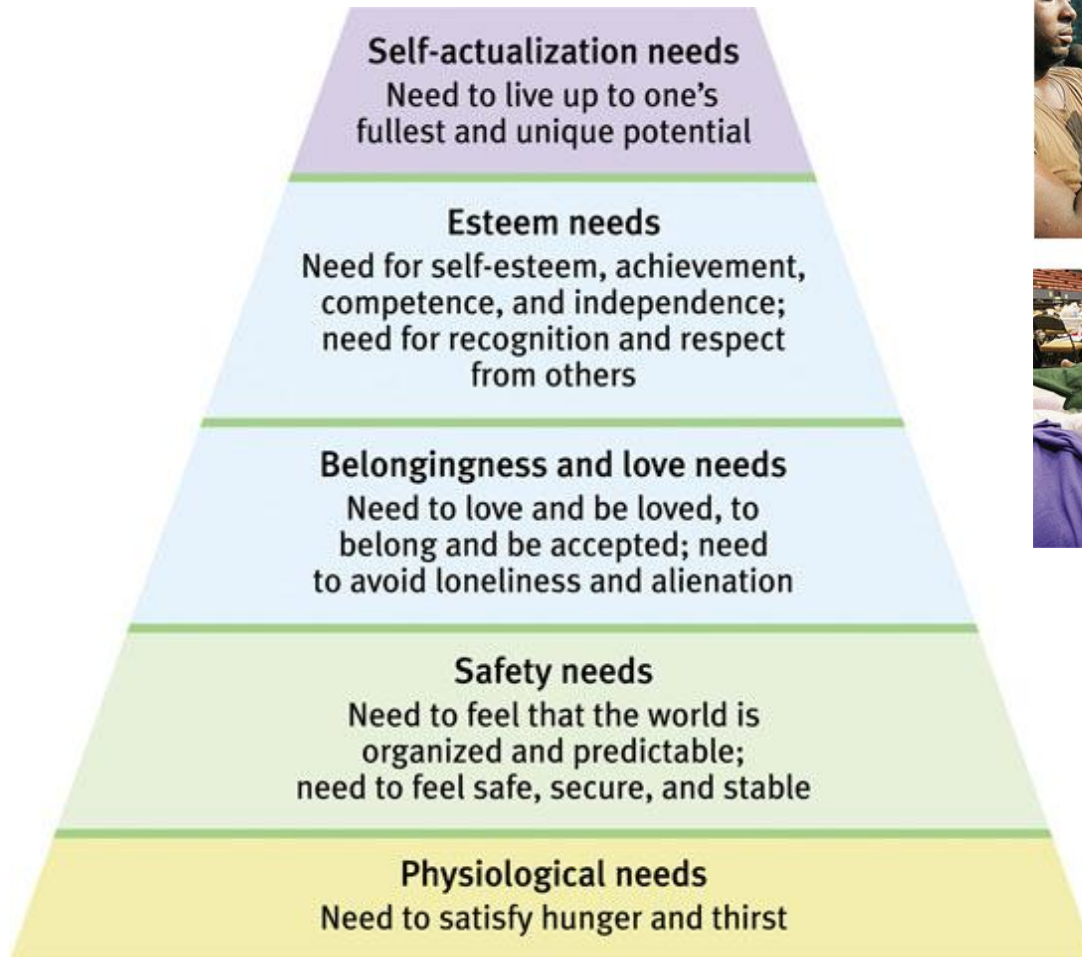
Hierarch of Needs

Abraham Maslow (1970) suggested that certain needs have priority over others. Physiological needs like breathing, thirst, and hunger come before psychological needs such as achievement, self-esteem, and the need for recognition.



(1908-1970)

Hierarch of Needs



Mario Tama/ Getty Images



Joe Skipper/ Reuters/ Corbis



Menahem Kahana/ AFP/ Getty Images



David Portny/ Getty Images for Stern

Hurricane Survivors

Hunger

When do we eat?

When we are hungry.

When are we hungry?

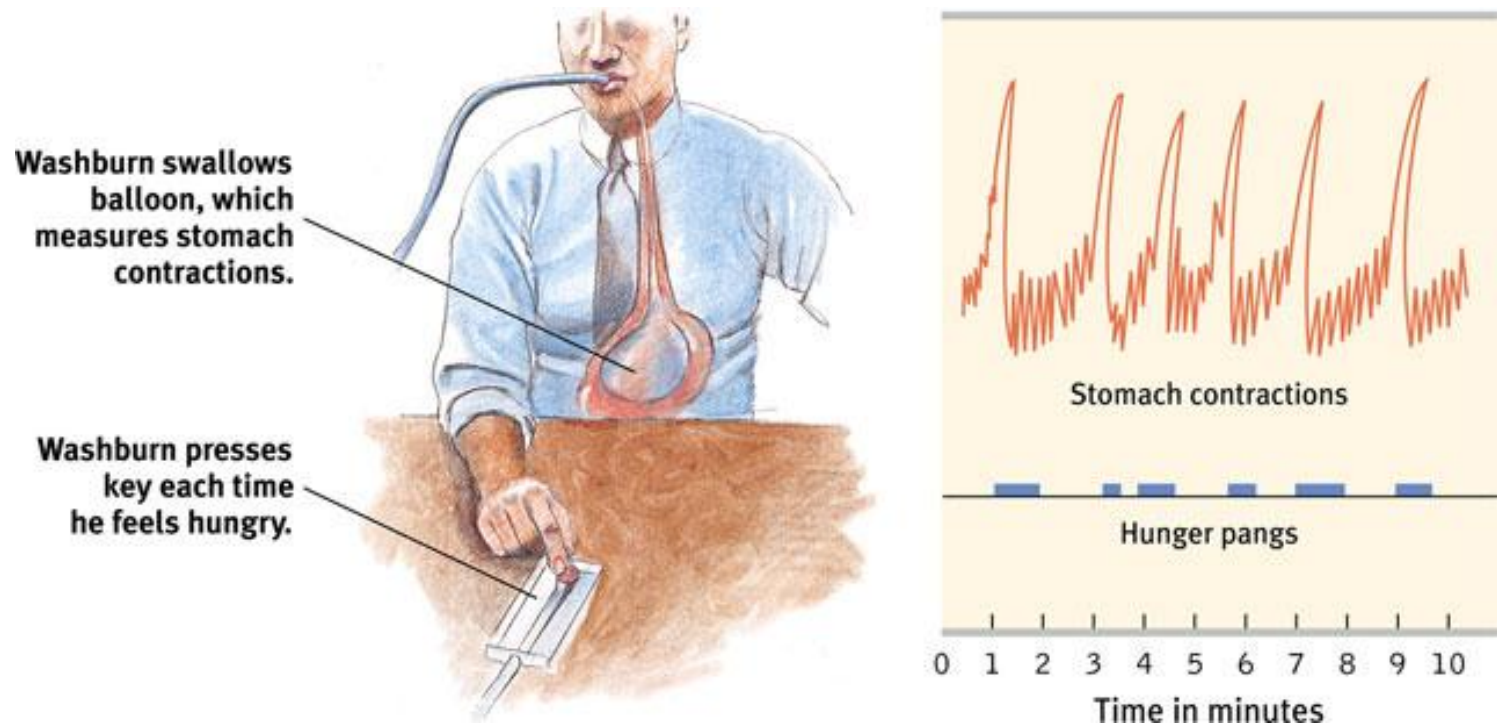
When there is no food in our stomach.

How do we know when our stomach is empty?

Our stomach growls. These are also called
hunger pangs.

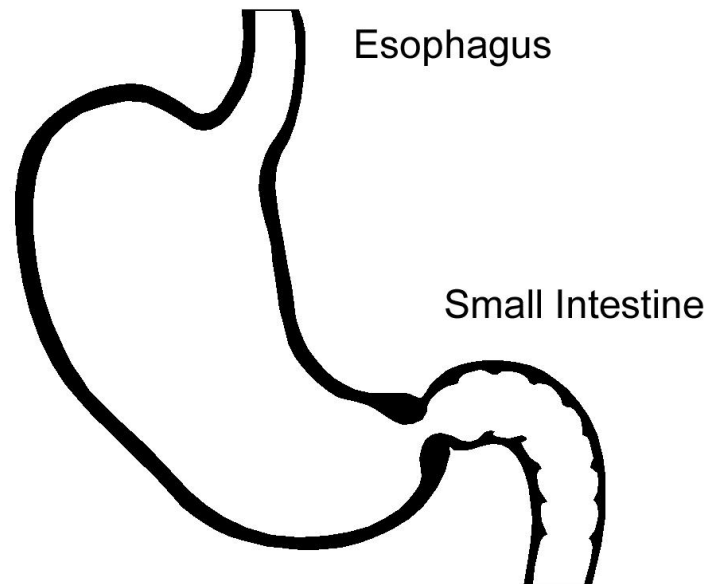
The Physiology of Hunger

Stomach contractions (pangs) send signals to the brain making us aware of our hunger.



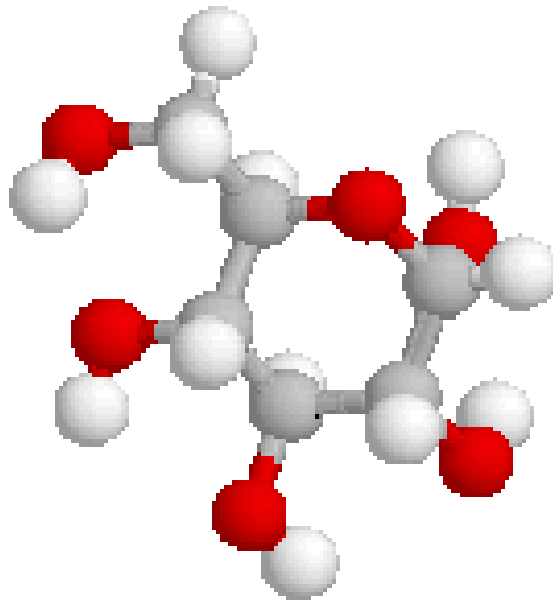
Stomachs Removed

Tsang (1938) removed rat stomachs, connected the esophagus to the small intestines, and the rats still felt hungry (and ate food).



Glucose: $C_6H_{12}O_6$

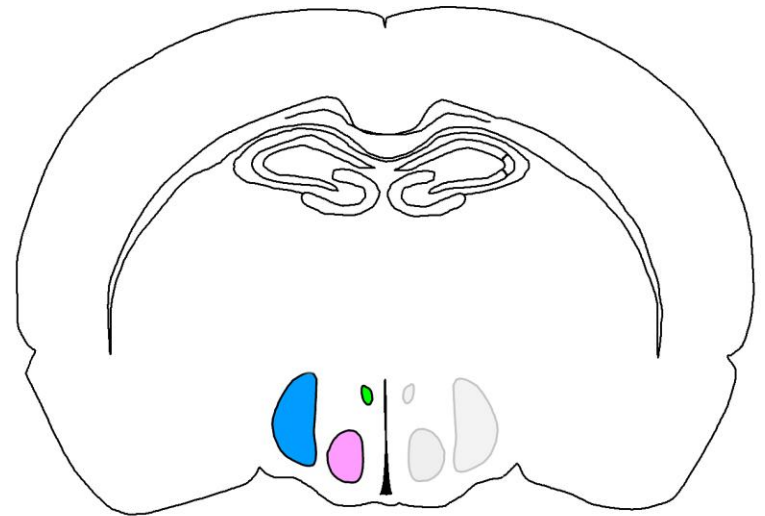
The glucose level in blood is maintained.
Insulin decreases glucose in the blood, making
us feel hungry.



Glucose Molecule

Glucose & the Brain

Levels of glucose in the blood are monitored by receptors (neurons) in the stomach, liver, and intestines. They send signals to the hypothalamus in the brain.



Rat Hypothalamus

Hypothalamic Centers

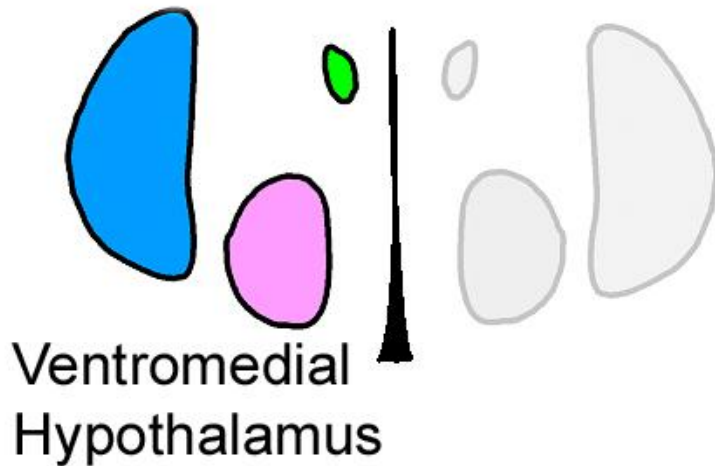
The lateral hypothalamus (LH) brings on hunger (stimulation). Destroy the LH, and the animal has no interest in eating. The reduction of blood glucose stimulates *orexin* in the LH, which leads rats to eat ravenously.

Lateral
Hypothalamus



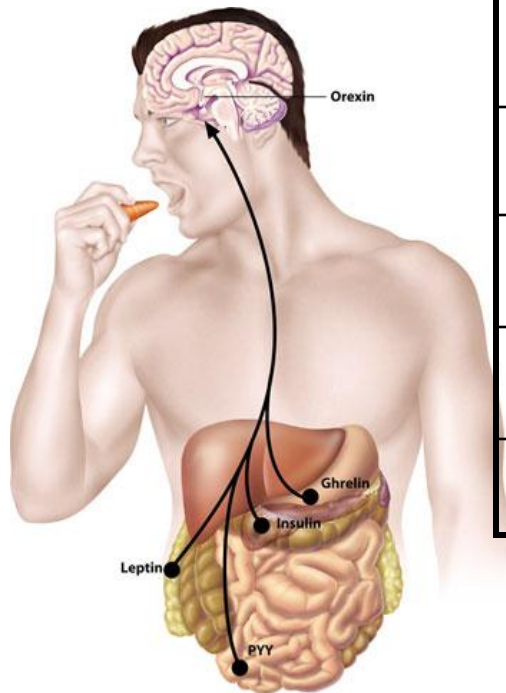
Hypothalamic Centers

The ventromedial hypothalamus (VMH) depresses hunger (stimulation). Destroy the VMH, and the animal eats excessively.



Richard Howard

Hypothalamus & Hormones



Hormone	Tissue	Response
Orexin increase	Hypothalamus	Increases hunger
Ghrelin increase	Stomach	Increases hunger
Insulin increase	Pancreas	Increases hunger
Leptin increase	Fat cells	Decreases hunger
PPY increase	Digestive tract	Decreases hunger

The hypothalamus monitors a number of hormones that are related to hunger.

Set-Point Theory

Manipulating the lateral and the ventromedial hypothalamus alters the body's "weight thermostat."

If weight is lost, food intake increases and energy expenditure decreases. If weight is gained, the opposite takes place.

The Psychology of Hunger

Memory plays an important role in hunger. Due to difficulties with retention, amnesia patients eat frequently if given food (Rozin et al., 1998).

Taste Preference: Biology or Culture?

Body chemistry and environmental factors influence not only *when* we feel hunger but *what* we feel hungry for!



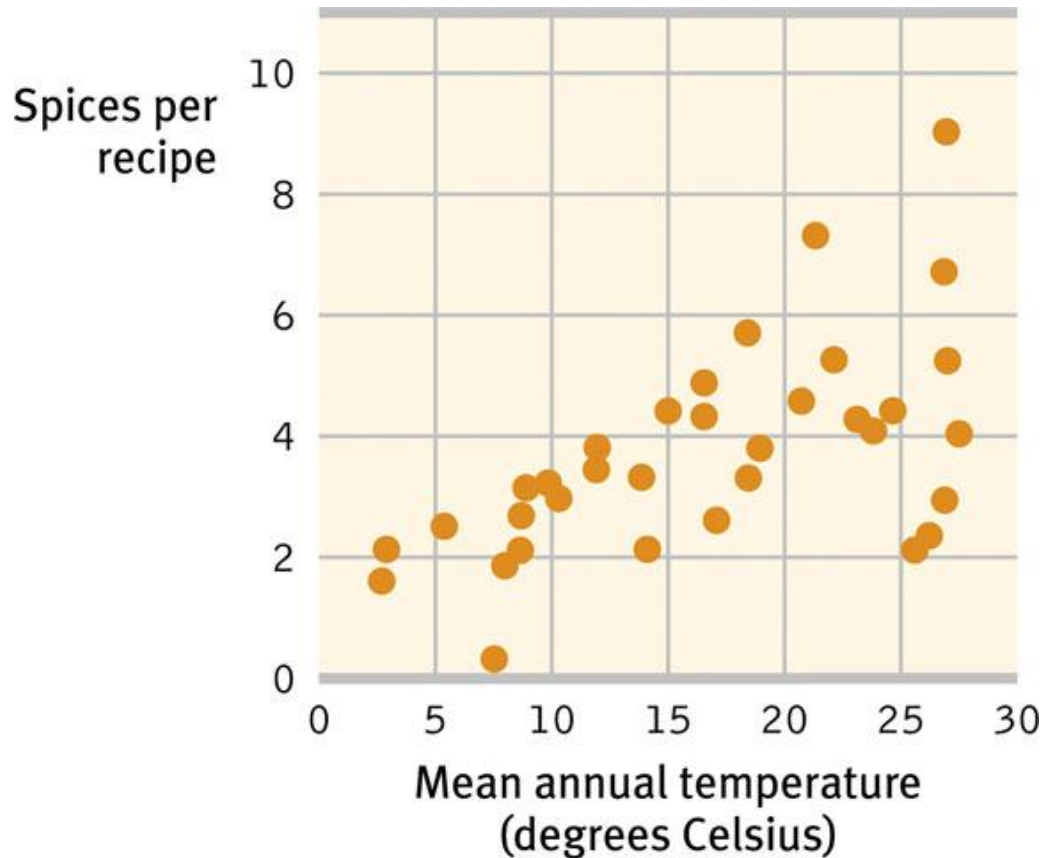
Richard Olsenius/Black Star



Victor Englebert

Hot Cultures like Hot Spices

Countries with hot climates use more bacteria-inhibiting spices in meat dishes.



Eating Disorders

Anorexia Nervosa: A condition in which a normal-weight person (usually an adolescent woman) continuously loses weight but still feels overweight.



Reprinted by permission of *The New England Journal of Medicine*, 2007, (Oct 5, 1932), 613-617.



Lisa O'Connor/Zuma/Corbis

Eating Disorders

Bulimia Nervosa: A disorder characterized by episodes of overeating, usually high-calorie foods, followed by vomiting, using laxatives, fasting, or excessive exercise.

Obesity

A disorder characterized by being excessively overweight. Obesity increases the risk for health issues like cardiovascular diseases, diabetes, hypertension, arthritis, and back problems.



<http://www.cyberdiet.com>

Less at Risk

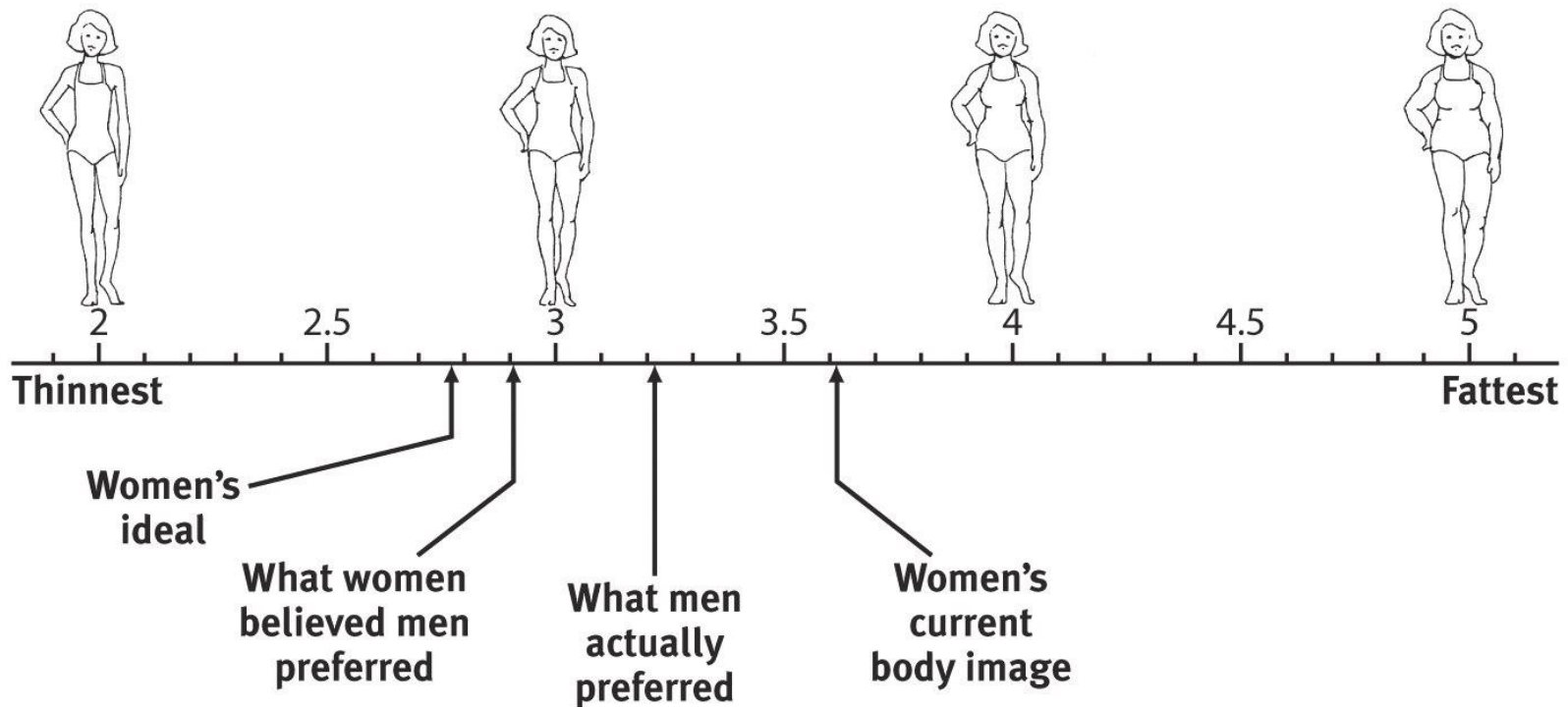
More at Risk

Reasons for Eating Disorders

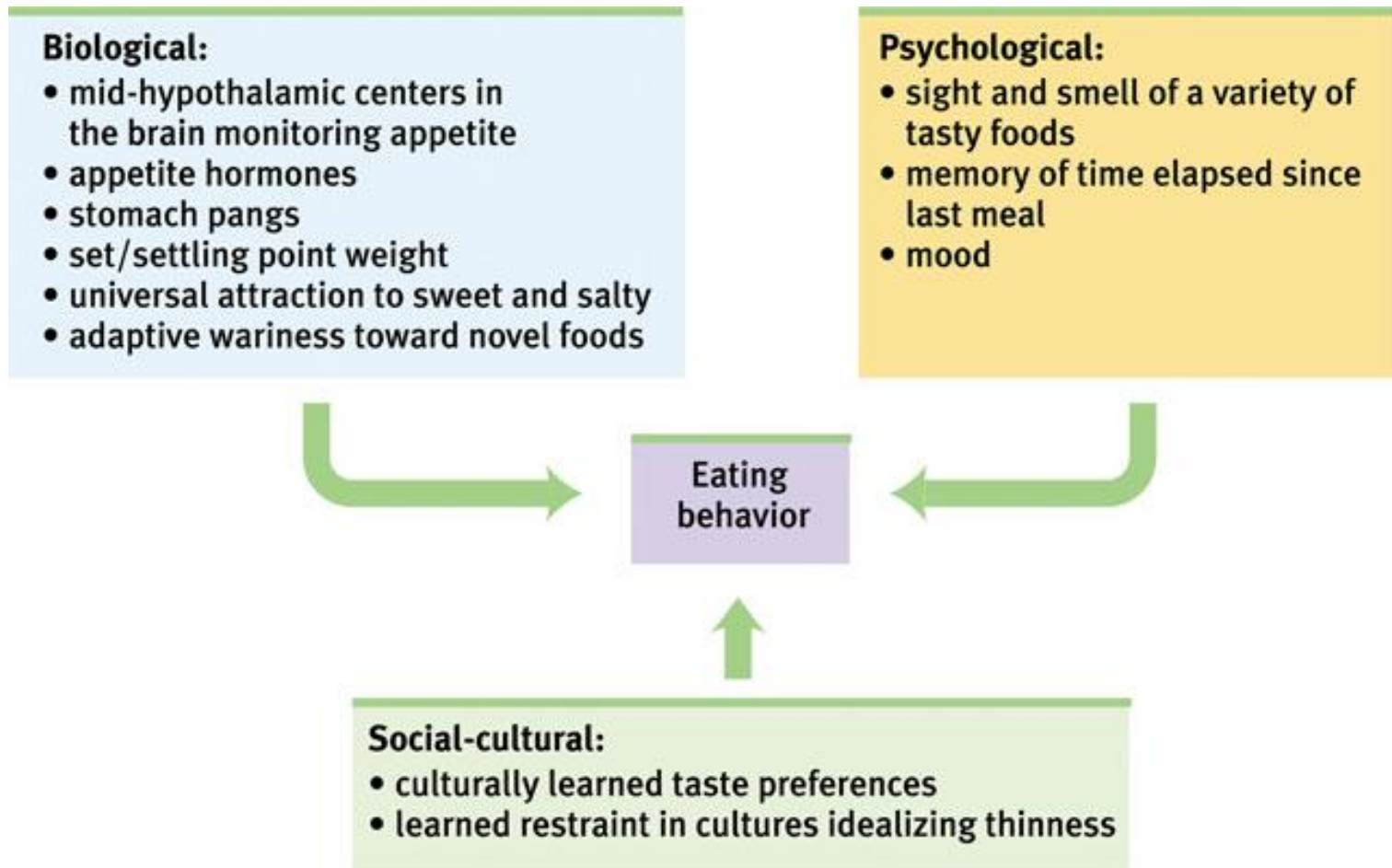
1. **Sexual Abuse:** Childhood sexual abuse does not cause eating disorders.
2. **Family:** Younger generations develop eating disorders when raised in families in which weight is an excessive concern.
3. **Genetics:** Twin studies show that eating disorders are more likely to occur in identical twins rather than fraternal twins.

Body Image (Women)

Western culture tends to place more emphasis on a thin body image in comparison to other cultures.



Summary



Sexual Motivation

Sexual motivation is nature's clever way of making people procreate, enabling our species to survive.

The Physiology of Sex

Masters and Johnson (1966) describe the human sexual response to consist of four phases:

Phase	Physiological Response
Excitement	Genitals become engorged with blood. Vagina expands secretes lubricant. Penis enlarges.
Plateau	Excitement peaks such as breathing, pulse and blood pressure.
Orgasm	Contractions all over the body. Increase in breathing, pulse & blood pressure. Sexual release.
Resolution	Engorged genital release blood. Male goes through refractory phase . Women resolve slower.

Sexual Problems

Men generally suffer from two kinds of sexual problems: premature ejaculation and erectile disorder. Women may suffer from orgasmic disorders.

These problems are not due to personality disorders and can be treated through behavior therapy and drugs such as Viagra.

Hormones and Sexual Behavior

Sex hormones effect the **development of sexual characteristics** and (especially in animals) **activate sexual behavior.**

Male	Testes	Testosterone (Small amounts of estrogen)
Female	Ovaries Adrenals	Estrogen (Small amounts of testosterone)

Testosterone

Levels of testosterone remain constant in males, so it is difficult to manipulate and activate sexual behavior. Castration, which reduces testosterone levels, lowers sexual interest.

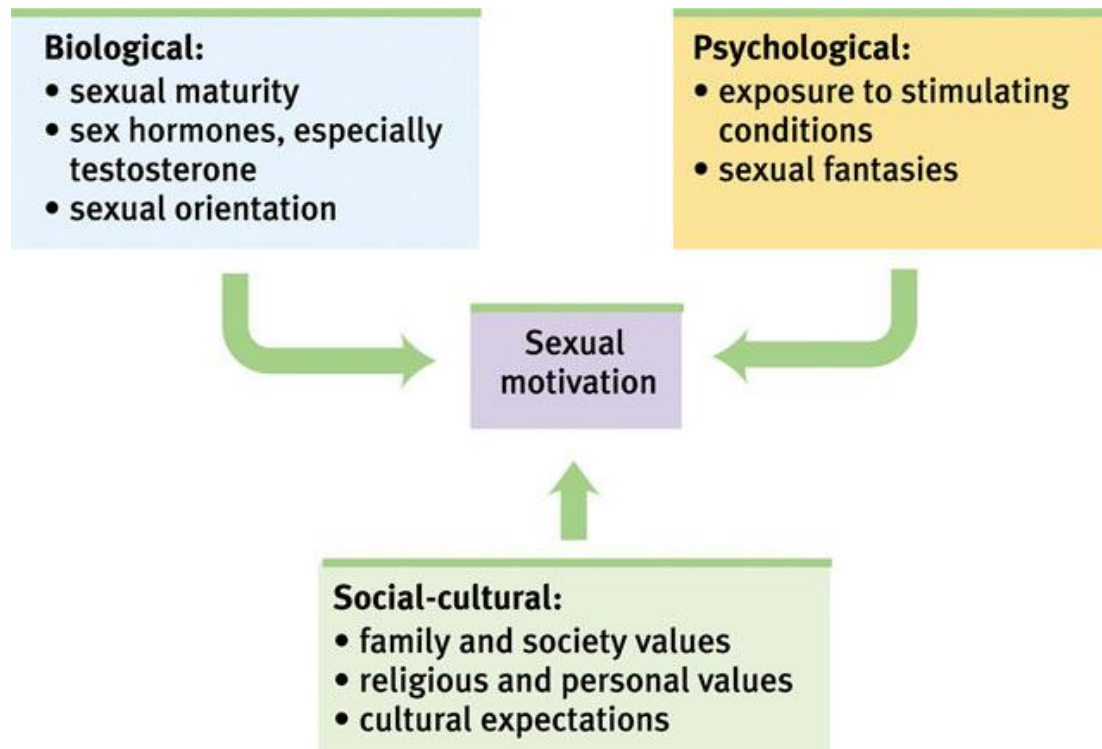
Estrogen

Female animals “in heat” express peak levels of estrogen. Female receptivity may be heightened with estrogen injections.

Sex hormones may have milder affects on humans than on animals. Women are more likely to have sex when close to ovulation (increased testosterone), and men show increased testosterone levels when socializing with women.

The Psychology of Sex

Hunger responds to a need. If we do not eat, we die. In that sense, sex is not a need because if we do not have sex, we do not die.



External Stimuli

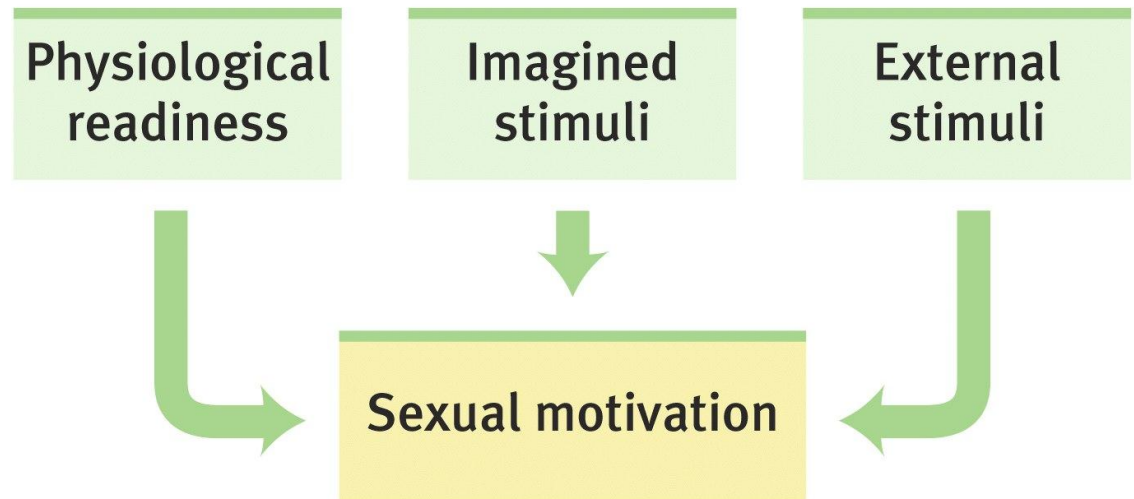
It is common knowledge that men become sexually aroused when browsing through erotic material. However, women experience similar heightened arousal under controlled conditions.

Imagined Stimuli

Our imagination in our brain can influence sexual arousal and desire. People with spinal cord injuries and no genital sensation can still feel sexual desire.



Sotographs/The Gamma-Liaison Network/ Getty Images



Dreams

Dreams, another form of imagination, are also associated with sexual arousal. Genital arousal is associated with all kinds of dreams. Nearly all men and 40% of women who dream of sexual imagery end up with an orgasm (Wells, 1986).

Adolescent Sexuality

When individuals reach adolescence, their sexual behavior develops. However, there are cultural differences.

Sexual promiscuity in modern Western culture is much greater than in Arab countries and other Asian countries.

Contraception

1. **Ignorance:** Canadian teen girls do not have the right ideas about birth control methods.
2. **Guilt Related to Sexual Activity:** Guilt reduces sexual activity, but it also reduces the use of contraceptives.
3. **Minimal Communication:** Many teenagers feel uncomfortable about discussing contraceptives.
4. **Alcohol Use:** Those who use alcohol prior to sex are less likely to use contraceptives.
5. **Mass Media:** The media's portrayal of unsafe extramarital sex decreases the use of contraceptives.

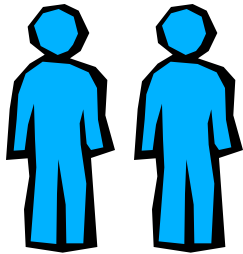
Sexually Transmitted Infections

Factors that reduce sexual activity in teens.

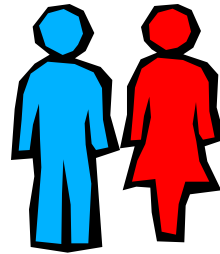
1. **High Intelligence:** Teens with higher intelligence are likely to delay sex.
2. **Religiosity:** Religious teens and adults often reserve sex for a marital commitment.
3. **Father Presence:** A father's absence from home can contribute to higher teen sexual activity.
4. **Learning Programs:** Teens who volunteer and tutor in programs dedicated to reducing teen pregnancy are less likely to engage in unsafe sex.

Sexual Orientation

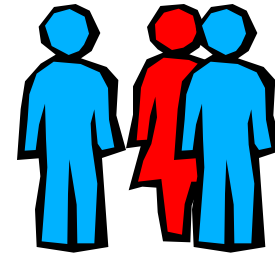
Sexual orientation refers to a person's preference for emotional and sexual relationships with individuals of the same sex, the other sex, and/or either sex.



Homosexual



Heterosexual



Bisexual

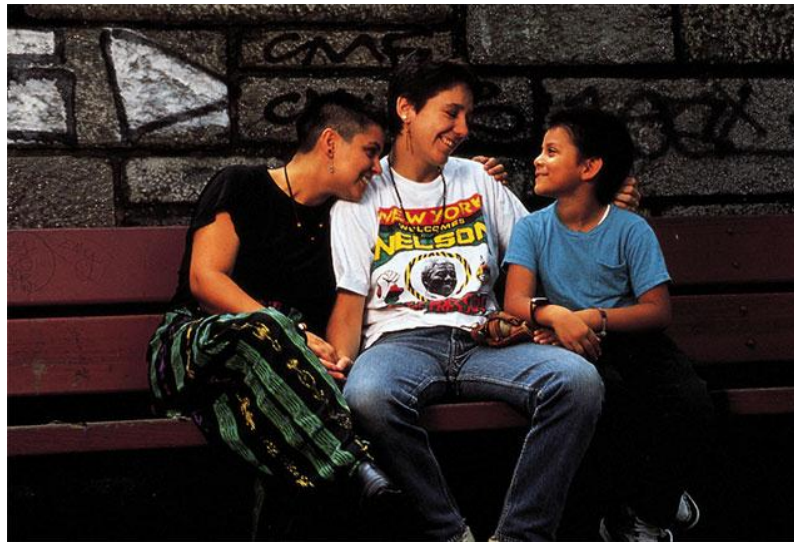
Sexual Orientation Statistics

In Europe and America, based on many national surveys, homosexuality in men is 3-4% and in women is 1-2%.

As members of a minority, homosexuals often struggle with their sexual orientation.

Origins of Sexual Orientation

Homosexuality is more likely based on biological factors like differing brain centers, genetics, and parental hormone exposure rather than environmental factors.



Cynthia Johnson/Time magazine

Homosexual parents

Animal Homosexuality

A number of animal species are devoted to same-sex partners, suggesting that homosexuality exists in the animal world.

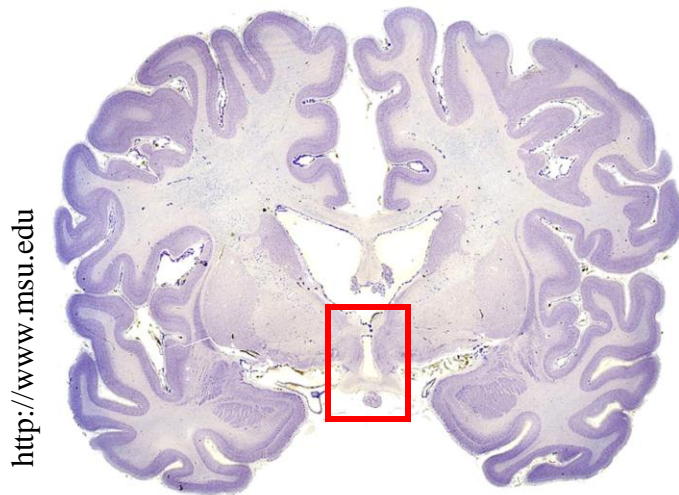


David Hecker/ AFP/ Getty Images

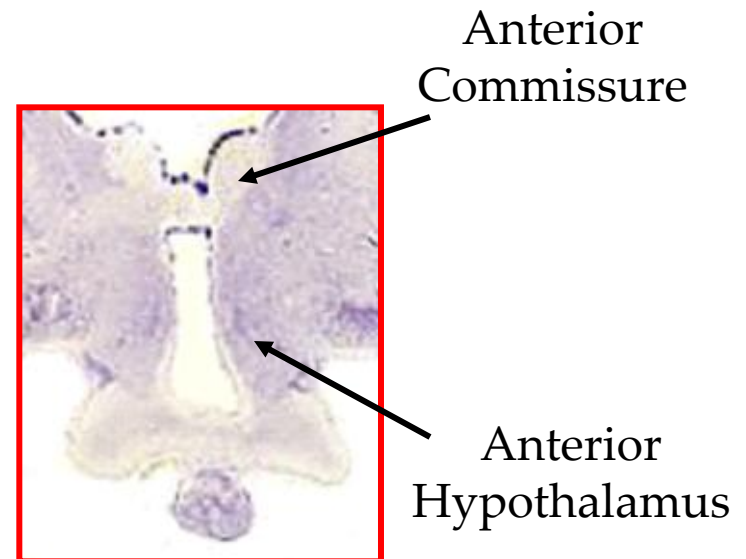
Wendell and Cass

The Brain

In homosexual men, the size of the anterior hypothalamus is *smaller* (LeVay, 1991) and the anterior commissure is *larger* (Allen & Gorski, 1992).



<http://www.msu.edu>



Genes & Sexual Orientation

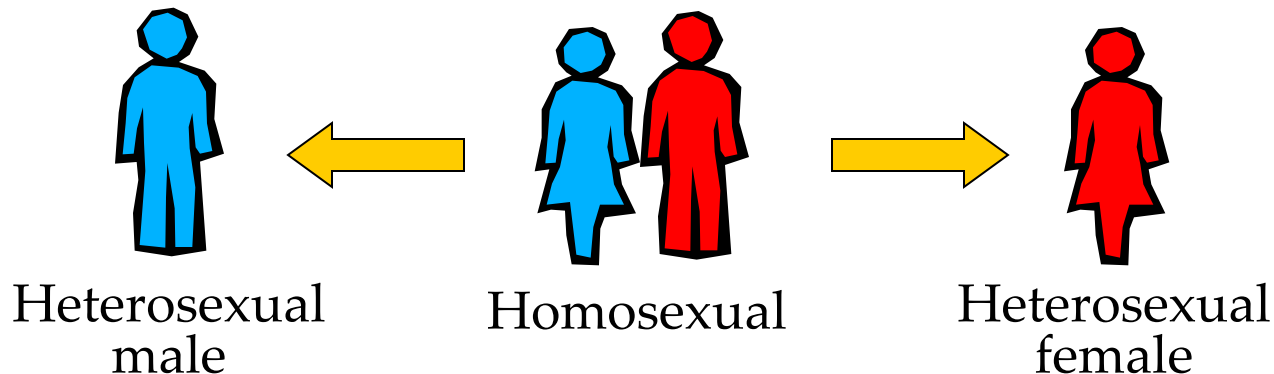
A number of reasons suggest that homosexuality may be due to genetic factors.

1. **Family:** Homosexuality seems to run in families.
2. **Twin studies:** Homosexuality is more common in identical twins than fraternal twins. However, there are mixed results.
3. **Fruit flies:** Genetic engineers can genetically manipulate females to act like males during courtship and males to act like females.

Hormones & Sexual Orientation

Prenatal hormones affect sexual orientation during critical periods of fetal development.

1. **Animals:** Exposure of a fetus to testosterone results in females (sheep) exhibiting homosexual behavior.
2. **Humans:** Exposure of a male or female fetus to female hormones results in an attraction to males.



Sexual Orientation: Biology

BIOLOGICAL CORRELATES OF SEXUAL ORIENTATION

On average (the evidence is strongest for males), various biological and behavioral traits of gays and lesbians fall between those of straight men and straight women. Tentative findings—some in need of replication—include these:

Brain differences

- One hypothalamic cell cluster is larger in straight men than in women and gay men; same difference is found in male sheep displaying other-sex versus same-sex attraction.
- Anterior commissure is larger in gay men than in women or straight men.
- Gay men's hypothalamus reacts as does a woman's to the smell of sex-related hormones.

Genetic influences

- Shared sexual orientation is higher among identical twins than among fraternal twins.
- Sexual attraction in fruit flies can be genetically manipulated.

Prenatal hormonal influences

- Altered prenatal hormone exposure may lead to homosexuality in humans and other animals.
- Men with several older brothers are more likely to be gay.

These brain differences and genetic and prenatal influences may contribute to observed gay-straight differences in

- | | |
|--------------------------------|-------------------------------------|
| • spatial abilities. | • gender nonconformity. |
| • fingerprint ridge counts. | • age of onset of puberty in males. |
| • auditory system development. | • male body size. |
| • handedness. | • sleep length. |
| • occupational preferences. | • hearing system. |
| • relative finger lengths. | |

Changing Attitudes

Entering collegians agreeing that "it is important to have laws prohibiting homosexual relationships."



Sex and Human Values

“Promiscuous recreational sex poses certain psychological, social, health, and moral problems that must be faced realistically”
(Baumrind, 1982).



Andreanna Seymore/ Getty Images

The Need to Belong

“[Man] is a social animal,” (Aristotle).
Separation from others increases our need to
belong.



20th Century Fox/ Dreamworks/ The Kobal Collection

“Cast Away,” Tom Hanks, suffers
from social starvation.

Aiding Survival

Social bonds boosted our ancestors' survival rates. These bonds led to the following:

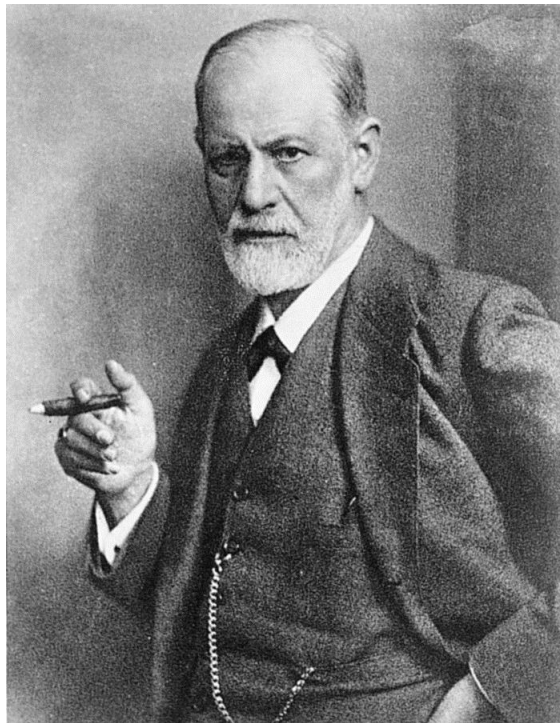
1. Protecting against predators, especially for the young.
2. Procuring food.
3. Reproducing the next offspring.

Belongingness

1. **Wanting to Belong:** The need to belong colors our thinking and emotions.
2. **Social Acceptance:** A sense of belonging with others increases our self-esteem. Social segregation decreases it.
3. **Maintaining Relationships:** We resist breaking social bonds, even bad ones.
4. **Ostracism:** Social exclusion leads to demoralization, depression, and at times nasty behavior.
5. **Fortifying Health:** People who tend to have close friends are happier and healthier.

Motivation at Work

The healthy life, said Sigmund Freud, is filled by love and work.



Culver Pictures

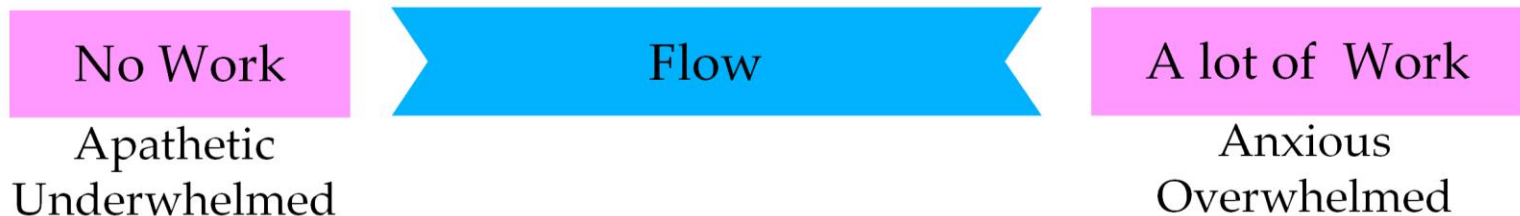
Attitudes Towards Work

People have different attitudes toward work.
Some take it as a:

1. **Job:** Necessary way to make money.
2. **Career:** Opportunity to advance from one position to another.
3. **Calling:** Fulfilling a socially useful activity.

Flow & Rewards

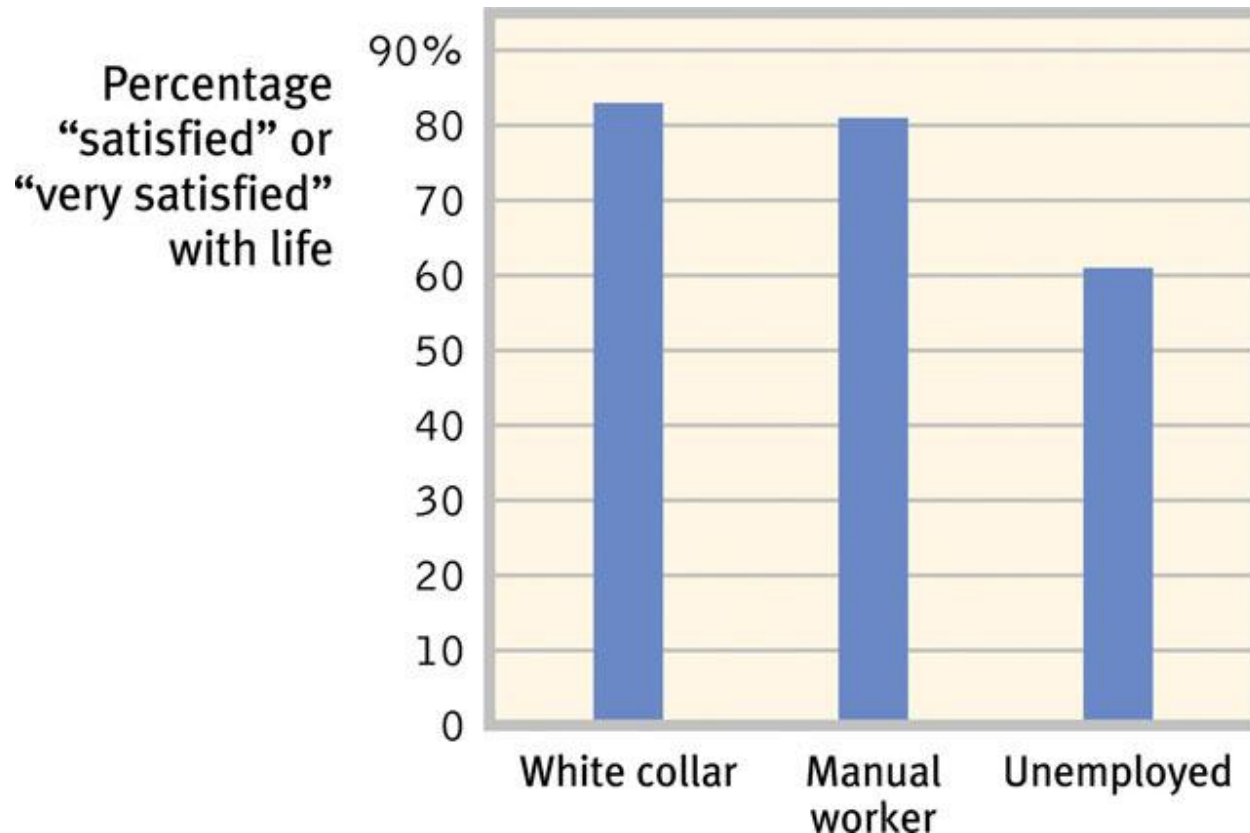
Flow is the experience between no work and a lot of work. Flow marks immersion into one's work.



People who “flow” in their work (artists, dancers, composers etc.) are driven less by extrinsic rewards (money, praise, promotion) and more by intrinsic rewards.

Work and Satisfaction

In industrialized countries work and satisfaction go hand-in-hand.



Industrial-Organizational (I/O) Psychology

Applies psychological principles to the workplace.

1. **Personnel Psychology:** Studies the principles of selecting and evaluating workers.
2. **Organizational Psychology:** Studies how work environments and management styles influence worker motivation, satisfaction, and productivity.

Personnel Psychology

Personnel psychologists assist organizations at various stages of selecting and assessing employees.



© CNAC/ MINAM/ Dist. Réunion des Musées Nationaux/ Art Resource, NY

Henri Matisse

Harnessing Strengths

Identifying people's strengths (analytical, disciplined, eager to learn etc.) and matching them to a particular area of work is the first step toward workplace effectiveness.

Interviews & Performance

Interviewers are confident in their ability to predict long-term job performance. However, informal interviews are less informative than standardized tests.

The Interviewer Illusion

Interviewers often overrate their discernment.

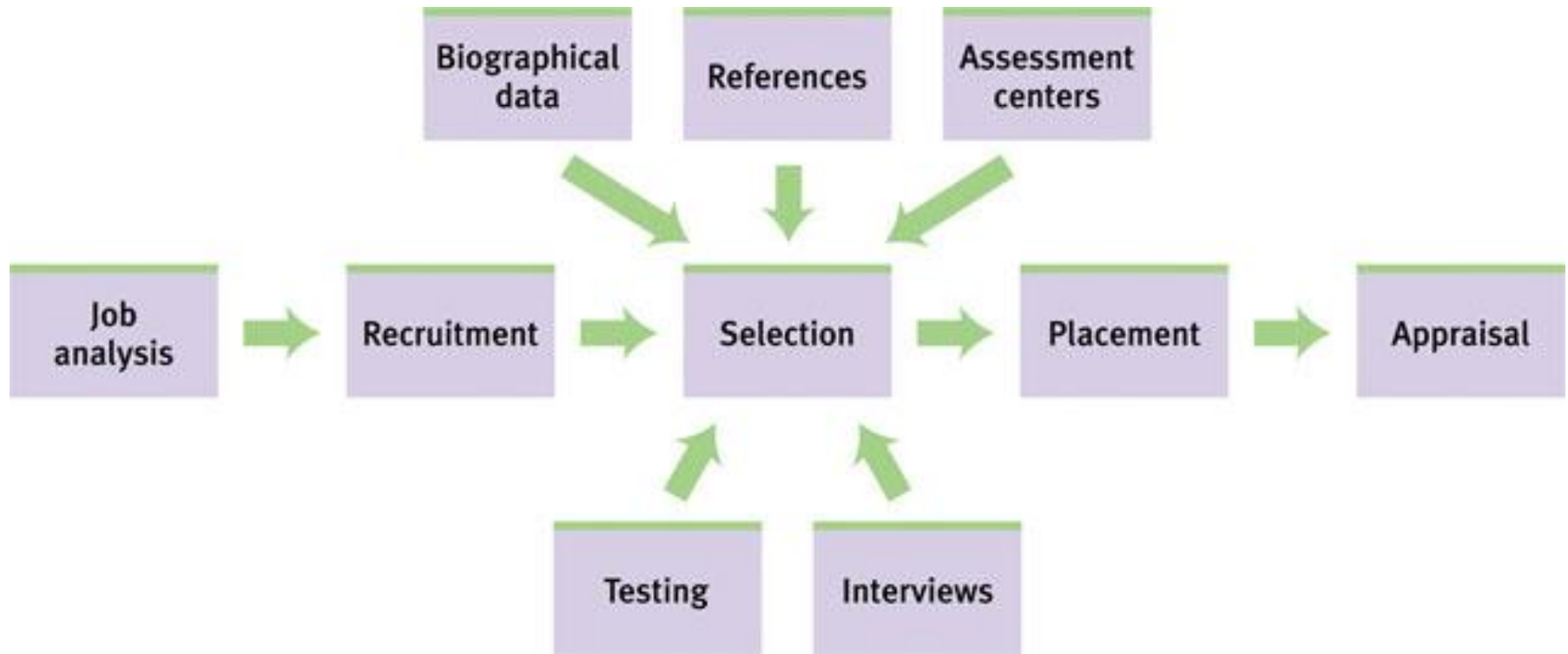
1. **Intention vs. Habits:** Intentions matter, but long-lasting habits matter even more.
2. **Successful Employees:** Interviewers are more likely to talk about those employees that turned out successful.
3. **Presumptions about Candidates:** Interviewers presume (wrongly) that what we see (candidate) is what we get.
4. **Preconceptions:** An interviewer's prior knowledge about the candidate may affect her judgment.

Structured Interview

A formal and disciplined way of gathering information from the interviewee. Structured interviews pinpoint strengths (attitudes, behaviors, knowledge, and skills). The personnel psychologist may do the following:

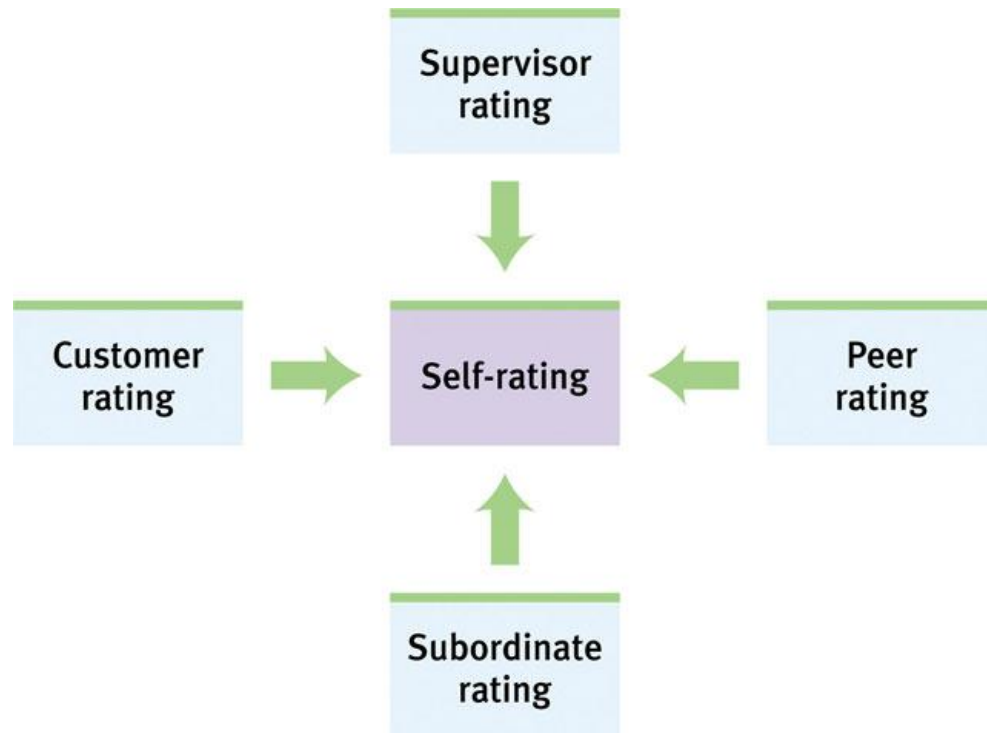
1. Analyze the job.
2. Script questions.
3. Train the interviewer.

Personnel Psychologist's Tasks



Appraising Performance

Appraising performance results in two things:
1) employee retention, and 2) the encouragement of better performance.



Organizational Psychology: Motivating Achievement

Achievement motivation is defined as a desire for significant accomplishment.



Skinner devised a daily discipline schedule that led him to become the 20th century's most influential psychologist.

Satisfaction & Engagement

Harter et al., (2002) observed that **employee engagement** means that the worker:

1. Knows what is expected of him.
2. Feels the need to work.
3. Feels fulfilled at work.
4. Has opportunities to do his best.
5. Thinks himself to be a part of something significant.
6. Has opportunities to learn and develop.



Capital-Journal/ David Eulitt/ AP/ Wide World Photos

Engaged workers are more productive than non-engaged workers at different stores of the same chain.

Managing Well

Every leader dreams of managing in ways that enhance people's satisfaction, engagement, and productivity in his or her organization.

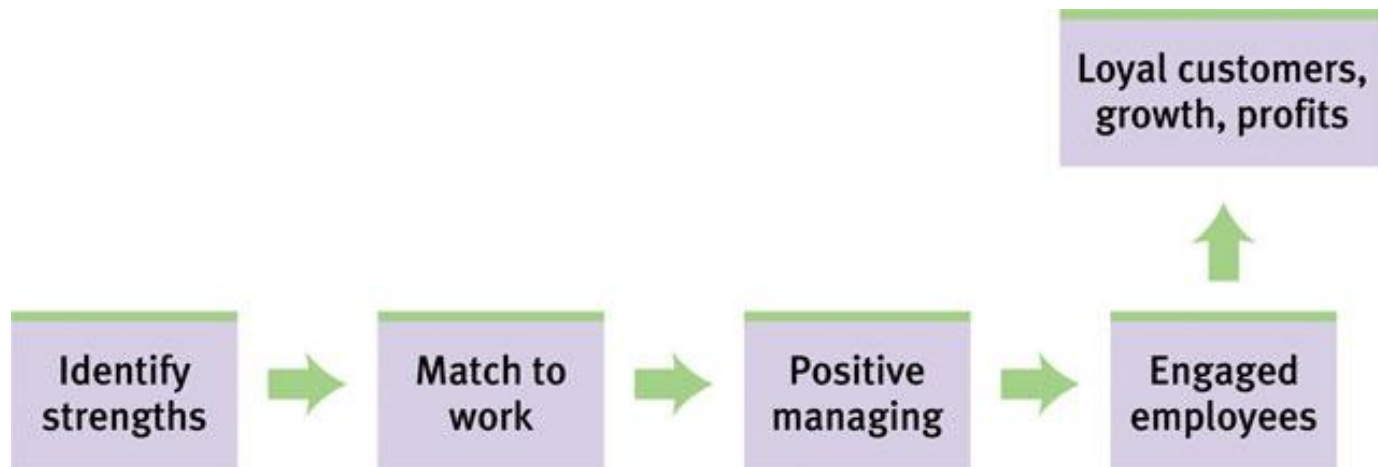


Ezra Shaw/ Getty Images

Larry Brown offers 4-5 positive comments for every negative comment.

Job-Relevant Strengths

Effective leaders need to select the right people, determine their employees' talents, adjust their work roles to their talents, and develop their talents and strengths.



Challenging Goals

Specific challenging goals motivate people to reach higher achievement levels, especially if there is feedback such as progress reports.

Leadership Style

Different organizational demands need different kinds of leaders. Leadership varies from a boss-focused style to a democratic style.

1. **Task Leadership:** Involves setting standards, organizing work, and focusing on goals.
2. **Social Leadership:** Involves mediating conflicts and building high achieving teams.